

25 YEAR RE-REVIEW

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ATTACHMENT #1

Suggestion #1

Why have the Foreign Real Property Reports (Form 360) forwarded to headquarters for retention by REAC, Office of Logistics? What purpose do these reports serve at headquarters? Regulation [] applies.

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Reply

The Office of Logistics is preparing a revision to [] which contemplates that the reporting of leased real estate for staff housing will, except for special cases, be made on a total basis by station and not on an individual basis.

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Suggestion #2

Why should accountable stations [] which have been authorized by headquarters to dispose and replace vehicles within an established Table of Vehicular Allowance, be required to report such transactions separately to headquarters? Any abuse of such field authority could and should be resolved by the field auditor. Regulation [] applies.

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Reply

The Agency has gone further than any other Government agency in delegating authority to certain of the larger field stations to procure and dispose of vehicles without individual approval by headquarters. The reporting requirements are based upon the fact that headquarters needs complete records by individual vehicle in order to properly monitor and direct the various activities involving the procurement, shipment, transfer, and disposal of motor vehicles.

Suggestion #3

Why have headquarters approval before GOS can procure regulated items in the field, costing less than \$2,000 per line item? Even though this regulation is "in the book" (Regulation [] no practical method of control can be administered except by Finance Division at headquarters or by Logistics or Finance Officers at large overseas installations.

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The limitation on procurement of regulated items in the field is necessary to limit field procurement of materiel of a highly technical nature, sensitive materiel, or materiel which for one reason or another should be provided through headquarters action. The technical offices, Commo, Medical, and TSD, have a definite responsibility in these fields to determine that the materiel to be procured is that most suited to do the job. An important consideration in nearly all cases of regulated items is their availability in the Agency supply system. Commo items and TSD items are stocked in considerable quantity. The Agency has very large stocks of ordnance materiel in its supply system. To allow field procurement of these types of items which are available in the Agency supply system would preclude the use of materials in the system.

Suggestion #4

Eliminate present practice of requiring staff agents to fill out all new papers when they convert from staff agent to staff employee. It seems unnecessary since prior staff employee file could be reactivated.

Reply

The DD/S components concerned have examined the procedures for the transfer of staff employee to staff agent status and vice versa and have adopted internal procedures which materially reduce the paper work and time required to convert an individual from one category to another. The Office of Security now gives special handling to actions returning staff agents to staff employee status. The Office of Personnel has eliminated a considerable amount of entrance-on-duty processing which staff agents formerly were given when they reconverted to staff employee status.

Suggestion #5

Allow custodians of petty cash funds to reimburse for travel expenses up to \$100 and operational entertainment up to \$50. This would enable auditors in Finance Division to devote more time to other important duties. This would save time in assembly of carbon paper and additional forms, processing time, and repetitious handling. They would be submitted in one copy rather than the usual four copies.

Reply

During 1959 authority for the use of petty cash funds was expanded to provide for small advances for limited periods;

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however, the limitation on payment of expenses remained at \$25. The Finance Division is currently amending its petty cash fund procedures to provide authority for petty cash fund custodians to make advances and pay expense vouchers up to \$50.

Suggestion #6

low
The Benefits and Casualty Division could improve coordination between its units (Casualty Affairs Branch and the Insurance Branch) and the Finance Division so that only one notification of approval and payment for each claim is sent to the field. At the present time three dispatches may be sent for notification of approval and payment for a single medical claim.

Reply

The Benefits and Casualty Division has adopted internal procedures which require the consolidation of replies by the branches of the division to a medical claim into one reply to the field. The Finance Division routinely notifies field installations of deposits made to allottee banks. These notices, among which are notifications of deposits for approved medical claims, are simple forms which are forwarded to the field by nonaccountable pouch manifest.

Suggestion #7

B
Since the approval of travel vouchers is no longer a requirement in Government, considerable time and effort would be saved if the Agency eliminated this unnecessary step. The travel order issued to an individual prior to commencement of travel provides authorization for all reimbursement to which he is entitled. His travel voucher claim is then audited in Finance and Fiscal Divisions against the travel order authorization to determine the amount of payment to be made. The approval of the travel voucher serves no real purpose except in those instances wherein the travel voucher claims reimbursement for expenses which were not authorized in the travel order.

Reply

The Support Procedures Committee has developed a form and made a specific proposal for a new procedure for handling "domestic" travel which eliminate the necessity for after-the-fact approval of such travel. The elimination of approval of foreign travel vouchers is now being studied.

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Suggestion #8

Place a Class A type certifying officer in the division.

Reply

This suggestion has been made a number of times, most recently in the Inspector General's review of the Clandestine Services. On each occasion the suggestion has been considered at the appropriate level in the Agency and has been rejected as not being in the best interests of the Agency.

Suggestion #9

It is suggested that consideration be given to the elimination of the use of Form 73, Request for Internal Training, when scheduling an employee for training. Most of the information required by the form appears to be of only minimal value to the instructors and is available to the Office of Training from other sources if needed. During 1958 approximately 140 Form 73's were prepared by the division enrolling students in approximately 350 formal courses. This required approximately 35 man-hours of work. The savings in time and money (the form is usually prepared in five copies) through the elimination of Form 73 would appear to be quite substantial.

Reply

Request for Internal Training, Form 73, has been revised for use by all training officers in the Agency. The size of the form has been reduced from 8 x 13 to 5 x 8, and the requirement for detailed biographic and employment information has been eliminated. The copies to be prepared by the initiator have been reduced to three.

Suggestion #10

This is to question whether we need an efficiency report on each person each year. They take a lot of time. The following criteria for submission of reports are suggested:

- (a) New employees - three consecutive years
- (b) Completion of a tour
- (c) Promotion consideration
- (d) Ineffective employees - often as needed

Business seems to get along without them altogether, and if there is nothing sacred about the annual aspect perhaps we could at least cut down by a good number.

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Reply

Periodic fitness reports are indispensable for at least two elements of the Agency's personnel program, namely, (1) personnel promotions determined in accordance with periodic competitive reviews, and (2) periodic rankings of personnel for retention priority in the event of force reductions. Both programs are now in operation, although the latter is just being implemented. A central requirement of these programs is the ranking of all personnel by grade and by career service, each with each other in his particular category. Although a current fitness report is not the sole source document for these purposes, the absence of this record - in conjunction with all other materials - would undoubtedly create numerous inequitable and invalid judgments on the part of the officials who are responsible for developing the competitive rankings. The observation contained in the suggestion with respect to business practice is incorrect; current personnel literature reflects that large-scale business enterprises almost universally administer rating programs comparable to those employed in CIA.

JovC
Suggestion #11

The overseas office of OTR should be made responsible for provisions of all printed material to be used for instructional purposes, whether it be of commercial, overt, or DD/P origin.

Reply

The Office of Training has assumed this responsibility and is now providing necessary printed material for instructional purposes.

W
Suggestion #12

The items printed on travel orders might be revised to include standard provisions such as:

"Travel time and cost in excess of direct route...."
"100 lbs. air freight and 200 lbs. sea freight"
...and possibly some others.

Reply

The travel order, Form 540, has been revised recently. It was extensively coordinated in the DD/P, DD/I, and DD/S prior to revision. The above suggestion was considered at that time, but was not considered uniformly applicable to all travelers.

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2nd
Suggestion #13

The obligating of storage bills consumes a tremendous amount of time completely out of proportion to the amount of money involved, particularly where bills span two fiscal years.

Reply

This is a good suggestion, and procedures are being developed by the Comptroller with a view to materially reducing the allottee's bookkeeping requirement for the recording of obligations for the storage of household effects. The proposed procedures would provide for single line item estimates of the division's total storage obligation for a month, based on realistic cost information submitted by the Office of Logistics. If necessary, these estimates would be adjusted after the fact, on the basis of expense runs from the Finance Division.

P
Suggestion #14

Consolidation of the three budget-type exercises presently undertaken into two.

Reply

The three budget exercises referred to above are: (1) the DD/P Operational Program, (2) the DD/P Operating Budget, and (3) the DD/P Office Estimates for inclusion in the Congressional Budget. The format of the DD/P Operational Program has recently been revised by the DD/P. It is expected that the Operational Program, together with certain supplemental schedules, will also serve as the DD/P Operating Budget. The format and information required for the preparation of the DD/P Office Estimates for the Congressional Budget is presently being revised to implement preparation of the FY-62 Congressional Budget Estimates.

2nd
Suggestion #15

Delegate to all stations and bases the authority to acquire and dispose of vehicles within approved TVA's.

Reply

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[] states that procurement authority in excess of that stated in that regulation may be delegated to individual stations upon a justified request. As stated in reply to Suggestion #2, this has been done for several of the larger stations and such authority can be delegated to any other station(s) which demonstrates a need therefor. However, it does not appear to be desirable or feasible

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for the typical small station to be authorized to procure and dispose of vehicles without headquarters authority in individual cases. Requests from the field stations for individual authority are considered in the light of cost, customs regulations, cover, disposal, and other factors concerning which complete information is generally not available at the small stations.

Suggestion #16

Mo The present policy of having fitness reports for support-type personnel prepared by the components in which they are serving whereas their Career Services are responsible for their assignments and promotions appears to be inconsistent. In view of the dual allegiance involved in this type of position, it would appear to be appropriate to have a two-part reporting form, one part to be completed by the individual's immediate superior in the component served and the second part to be completed by a person in the relevant Career Service.

Reply

Support-type personnel report only to their designated supervisory officials in the chain of command established for the components to which they are assigned. The evaluations recorded on Agency fitness reports can be made only within the framework of the responsibilities and duties which represent the scope of their assignments in such operating components. Career Service officials who have no responsibility for supervising these individuals (or for the results achieved) would have no valid basis for developing performance evaluations.

Suggestion #17

J. o. c. A complete index to Agency regulatory issuances, compiled by subject matter, would appear to be a definite asset. Opinions of the General Counsel should be included. The "key-words" principle used in the index to the Decisions of the Comptroller General might be used as a guide.

Reply

Agency regulatory issuances (regulations, [redacted] are already indexed by subject. An index of the General Counsel decisions published through 1956 has been available for some time and an index of Decisions subsequent to 1956 has just been released by the General Counsel.

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Suggestion #18

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In line with the new thinking regarding the treatment of staff agents under unofficial cover, the division believes that the procedures can be further simplified. Under current procedures these staff agents will be provided for by the establishment of an FI or FP project covering fund requirements for support costs and often including amounts for operational expenses. It is recommended that a procedure be established to process the cover plan for general use of staff agent personnel so that minor variations in estimates of cost would not require amendment outside FI Division as the case of an approved project.

Reply

This is a question to be determined within DD/P and involves the restrictions and limitations DD/P wishes to place on project amendments or revisions. Further evaluation of this suggestion by DD/P is recommended.

P
Suggestion #20

The possibility of establishing "package prices" for travel might be explored, particularly for local TDY trips. For example, a TDY trip to New York would be \$40 plus per diem. This would simplify accounting since the \$40 would include transportation and cab or airport bus fares. It might be found, after trial, that this method could be extended to PCS travel.

Reply

The Support Procedures Committee has considered this suggestion in its study of a revised procedure for the handling of domestic travel. A spot review of the domestic travel accounts indicated that the variations in expenditures on TDY trips were considerable because of different modes of transportation used, operational entertainment items, hire of hotel rooms and vehicles for official purposes, etc. For this reason, any "packaged" price would have to exclude so many items or require so many explanations of exceptions that it would actually add to rather than eliminate paper work. The Support Procedures Committee did develop a new form and propose a new procedure, now in process of coordination, which materially reduces the paper work required in authorizing and accounting for domestic travel.

Suggestion #21

M
Eliminate continuous TVA revision by listing vehicles as load-carrying and passenger-carrying rather than by specific type.

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Reply

Under present procedures, all sedans are shown as one line item in the TVA's. This can include any sedan in the Ford, Chevrolet, or Plymouth category or foreign vehicles. All station wagons are likewise shown as one line item. Beyond this, the type and capacity of cargo-carrying or other special type vehicle is specified, and we believe that it should be specified. Such vehicles can vary from a 1-ton truck to 5-ton trucks, tractors, trailers, and many other types of special equipment. The Office of Logistics has recently established a procedure whereby TVA's can be changed without written justification for the following types of changes:

- a. Sedans to station wagons or station wagons to sedans.
- b. Cargo-carrying vehicles to cargo-carrying vehicles of different capacities where there is no significant difference in the capacities or in the cost.

Inasmuch as the vast majority of our small stations have only sedans and station wagons assigned, the present requirement is no burden on those stations.

Suggestion #22

Eliminate the duplication of supply functions as they now exist in Commo, Logistics, TSD, and Security.

Reply

Some steps have been taken to consolidate field supply functions of Commo and TSD.

Suggestion #23

Broaden the authority now granted certain FE stations for procurement to cover all FE locations.

Reply

Both the warehouses are being utilized for the procurement and direct shipment of supplies to the Far East as well as to Europe and the Near East. Most of the stations that have APO facilities which enable them to communicate securely with the warehouses have been authorized to order supplies directly from the warehouses. Arrangements are now being

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worked out with the Office of Security and the area divisions concerned to permit all stations who utilize APO facilities to order supplies directly from the [] warehouses.

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Suggestion #24

It is suggested that the procedure of converting staff employees to staff agents be reviewed with a view to eliminating those occasions of conversion which result in nothing more than a paper exercise, e.g., staff employees []

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Reply

The DD/S components concerned have examined the procedures for the transfer of staff employees to staff agent status and vice versa. They have adopted internal procedures which materially reduce the paper work and time required to convert an individual from one category to another. (See Suggestion #4.)

Suggestion #27

It is our belief that the official personnel file of the Agency continues to be used as a dumping place for material of little or no use to an employee's record. It is therefore suggested that an active effort be made by the Office of Personnel to purge all such items which have served their usefulness and then limit the file to only those essential items which must be kept as a part of the official record.

Reply

It is the policy of the Office of Personnel to purge the official personnel files of material which no longer serves a purpose. Useless paper is removed from the personnel folders when they are being reviewed in connection with a personnel action. This is a continuous program.

Suggestion #28

Current Financial Property Accounting requirements call for separate reporting of communication equipment and will at a later date require separation of medical and TSD items. This procedure is greatly increasing the workload of stations because of the necessity of opening separate ledger accounts. It is recommended that this procedure be discontinued and instead that the present category system for classifying material be broadened. This would permit all material to be carried in the same ledger and yet permit extraction of specific data pertaining to different activities by existing machine or manual means.

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Reply

The Comptroller's office and Office of Logistics are working on this problem. The objective is to rearrange the material unit codes (Family Groups 1 through 7) so as to have one unit code each for material under the cognizance of TSD, Office of Communications, and Medical Staff, and four unit codes for material under the cognizance of Office of Logistics.

Suggestion #29

Done
It is understood that the purpose of property authorization procedures is to assist in controlling the funds in a manner which will reduce the possibility of expending the property in excess of authorization. It is felt that this objective could be accomplished far more economically if:

- (a) Machine Records Division would punch the estimated cost of a requisition on a card by cost centers.
- (b) Items received would be costed and compared to the original estimate shown on requisition. Any differences would be shown in another column.
- (c) The maintenance of separate unliquidated and liquidated MOR files be put on a permissive rather than a mandatory basis.

Reply

This suggestion contemplates the continued use of the IBM electric accounting machines now in use in the Agency. These machines will soon be replaced by an RCA 501 electronic data processing system. As the 501 system is installed, a study is being made to determine the feasibility of maintaining the confidential funds allotment, obligation, and expenditure records and the property authorization records centrally.

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